

EUROPEAN  
CURRICULUM VITAE  
FORMAT



PERSONAL INFORMATION

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ACADEMIC POSITION

**1 August 2015 – present** Associate Professor in Financial and Managerial Accounting, Department of Economics and Management, University of Pavia, Italy.  
**1 October 2011-31 July 2015** Assistant Professor in Financial and Managerial Accounting, Department of Economics and Management, University of Pavia, Italy.

EDUCATION

**21 February 2011** PhD in Business Administration, University of Pavia, Italy. Title of the thesis "The effectiveness of loosely coupled performance management systems and the link with innovation. Empirical evidence", University of Pavia  
**26-31 January 2009** National School of Research Methodology sponsored by the Italian Academy of Business Administration (AIDEA), Ca' Foscari University, Venice  
**8-19 September 2008** National School of Teaching Methodology sponsored by the Italian Academy of Business Administration (AIDEA), Pinerolo, University of Turin  
**2004 – 2007** Master degree in International Management, University of Pavia. Grade: 110/110 cum laude.  
**2001 – 2004** Bachelor degree in Business Administration, University of Pavia. Grade: 110/110 cum laude.

GRANTS AND AWARDS

**December 2020** Principal Investigator of the Connecting Europe Facility (CEF) xAIM (eXplainable Artificial Intelligence in healthcare Management) project 020-EU-IA-0098. Grant awarded by the European Commission: **Euro 1,664,557**.  
**August 2019** [2019 Emerald Literati Awards](#): Highly commended paper (Fad and fashion? The relevance of subjective performance measures)  
**August 2019** Local coordinator of the research group of Erasmus Capacity Building in Higher Education - PROJECT HEIPNET: Inclusion of Innovative Work-Based Learning and Business Partnerships in HEI Curricula. Principal investigator: Rima Baciulyte, Vilniaus Kolegija. Grant awarded by European Commission: Euro **205,150**.  
**August 2018** Member of the research group of Erasmus Capacity Building in Higher Education - PROJECT ESAGOV: L'Enseignement Supérieur Algérien à l'heure de la Gouvernance Universitaire. Principal investigator: Marcello Scalisi, UNIMED - Unione delle Università del Mediterraneo. Grant awarded by European Commission: **Euro 975,720**.

- January 2016** Member of the research group of Erasmus KA2 - PROJECT LASALUS: Professionalization on Result-based Healthcare Management through Distance Education and Simulation-Based Training. Principal investigator: Santiago Spadafora, iSalud, Argentina. Grant awarded by European Commission: **Euro 997,982**.
- December 2014** Member of the research group of Erasmus KA2 - Innovative Strategic Partnership for European Higher Education (ISPEHE). Principal investigator: Martin Kiselicki, Integrated Business Faculty, Macedonia. Grant awarded by European Commission: **Euro 210,000**.
- December 2015** Member of the research group of Horizon 2020 "City4Age", call PHC-21-2015 -Advancing active and healthy ageing with ICT: Early risk detection and intervention; Project ID: 689731; Grant awarded by European Commission: **Euro 4,472,750**.
- November 2014** Co-Chair (together with Michela Magliacani) and member of the Scientific Committee of the SIDREA Workshop "From Theory to Practice: The Bridge to the next generation of Performance Management and Measurement", Grant awarded by SIDREA: **Euro 2,000**.
- September 2014** Head of the LEADERSHIP SCHOOL "Performance Management in Healthcare Organisations", University of Pavia. Grant awarded for the Second Edition (2015) by the University of Pavia: **Euro 10,000**.
- July 2013** Visiting scholar at the School of Management, Lancaster University – Seminars at the PhD programme in Accounting and Finance (Erasmus Teaching Staff Mobility Grant Awarded: **Euro 900**)

## PROFESSIONAL EXPERIENCE

- 1 January 2016 – 31 December 2018** Non-executive director, I.R.C.C.S. Policlinico San Matteo Foundation Trust, Pavia, Italy.

## OTHER SCIENTIFIC ACTIVITY AND POSITIONS

- 15-17 September 2021** Organizer of the summer school in "Sustainability management and reporting: Performance management, disclosure and communication of environmental, social and governance (ESG) goals", University of Pavia
- 12 November 2020** Member of the Scientific Committee and organizer of the "Premio al Report di Sostenibilità 2020"
- 12 November 2019** Member of the Scientific Committee and organizer of the "Premio al Report di Sostenibilità 2019"
- 13 November 2019** Member of the Scientific Committee and organizer of the Pavia Research Workshop "Corporate Social Responsibility and Sustainability: Performance management and reporting", (Keynote speaker Prof. Ken Merchant)
- February – June 2017** Head of the Financial and management module of the Lombardy Region executive healthcare training programme (Eupolis) with 200 participants. The module has been managed together with the University of Milan and the University of Bergamo.
- February – March 2016** Member of the "Policy analysis and healthcare" committee for the evaluation of applications to five fellowships, Eupolis, Milan, Italy. I have served as a panel external academic member to assess CV and interview applicants for a three-year fellowship at Eupolis. Eupolis is a Lombardy regional agency for research, statistical analysis and training.
- July 2015** Co-Chair (together with Prof Simon Gregory) of the panel session "New models in primary care: An international comparison" at the second International Public Policy Conference, Milan 1-4 July 2015. I have proposed to the Conference scientific committee and organised a panel session for the IPPC conference in Milan. Keynote speaker for that session was Martin Roland, Professor of Health services research, Cambridge University.

- November 2014** Co-Chair (together with Michela Magliacani) and member of the Scientific Committee of the SIDREA Workshop "From Theory to Practice: The Bridge to the next generation of Performance Management and Measurement", University of Pavia. The conference proposal was submitted to the Italian Association of Accounting Teachers (SIDREA), which granted the conference (€ 2,000). Keynote speaker for this conference was Christoph Reichard, emeritus professor of Public Management and member of the Potsdam Centre of Policy and Management and of the Institute of Local Government Studies, at Potsdam University.
- July 2013** Visiting scholar at the School of Management, Lancaster University – Seminars to PhD students in Accounting and Finance.
- April –July 2010** Visiting full-time PhD student at the School of Management, Lancaster University (under the supervision of Prof. David Otley).

## RESEARCH ACTIVITIES

### Publications

#### *Refereed Papers*

- Maria Chiara Demartini, Valentina Beretta (2021), Intellectual capital in SMEs: a review and research agenda, *International Journal of Learning and Intellectual Capital*, (forthcoming)
- V Beretta, MC Demartini, S Trucco (2021), Perceived managerial discretion: A methodological perspective, *Management Control*, 1, 123-140
- V Beretta, MC Demartini, L Lico, S Trucco (2021), A Tone Analysis of the Non-Financial Disclosure in the Automotive Industry, *Sustainability* 13 (4), 2132
- S Trucco, MC Demartini, V Beretta (2021), The reporting of sustainable development goals: is the integrated approach the missing link?, *SN Business & Economics* 1 (2), 1-13
- Maria Chiara Demartini, Valentina Beretta (2020) La gestione della cronicità nelle aziende sanitarie: una rassegna della letteratura, *MECOSAN* 116 (24), 7-30
- Demartini, M. C., & Otley, D. (2020), Beyond the system vs. package dualism in Performance Management Systems design: A loose coupling approach, *Accounting, Organizations, and Society*, 86, Article 101072. DOI: <https://doi.org/10.1016/j.aos.2019.101072> (ASN: Fascia A; VQR: Fascia A; ABS: 4\*; IF: 3.958)
- Demartini, C., & Beretta, V. (2020). Intellectual Capital and SMEs' Performance: A Structured Literature Review. *Journal of Small Business Management*, 58(2): 288-332. DOI: <https://doi.org/10.1080/00472778.2019.1659680> (ASN: Fascia A; VQR: Fascia A; ABS: 3)
- Beretta, V., Demartini, C., & Trucco, S. (2019). State of the art of IR disclosure in Europe. A research agenda. *Economia Aziendale Online*, 10(2): 203-217, DOI: <http://dx.doi.org/10.13132/2038-5498/10.2.1973>
- Demartini, C. (2019). Exploring Theories and Applications of Business Economics and Management. *Economia Aziendale Online*, 10(1): I-II, DOI: <http://dx.doi.org/10.13132/2038-5498/10.1.1990>
- Demartini, C., Beretta, V., & Trucco, S. (2019). Does Environmental, Social and Governance performance influence intellectual capital disclosure tone in Integrated Reporting, *Journal of Intellectual Capital*, 20(1): 100-124. <https://doi.org/10.1108/JIC-02-2018-0049> (ASN: Fascia A; VQR: Fascia A; ABS: 2)
- Demartini, C. & Trucco, S. (2018). Fad and fashion? The relevance of subjective performance measure, *Management Decision*, 56(11): 2391-2407. doi: 10.1108/MD-05-2017-0509 (ASN: Fascia A; VQR: Fascia B; ABS: 2)
- Demartini, C., & Gregory, S. (2017). Satisfaction of doctors with their training: Evidence from

UK. *BMC Health Serv Res.* 17: 851. DOI: 10.1186/s12913-017-2792-0. (ASN: Fascia A)

Demartini, C. & Trucco, S. (2017). Are performance measurement systems useful? Perceptions from health care. *BMC Health Serv Res.* 31;17(1):96. doi: 10.1186/s12913-017-2022-9. (ASN: Fascia A)

Demartini, C. & Trucco, S. (2016). Does Intellectual Capital Disclosure Matter for Audit Risk? Evidence from the UK and Italy. *Sustainability*, vol. 8, p. 1-19, ISSN: 2071-1050, doi: 10.3390/su8090867. (VQR: Fascia A)

Demartini, C. & Trucco, S. (2016). Audit risk and corporate governance: Italian auditors' perception after the global financial crisis. *African Journal of Business Management*, vol. 10, p. 328-339, ISSN: 1993-8233, doi: 10.5897/AJBM2016.8092 (VQR: Fascia A)

Demartini, C. & Dossena, C. (2016). Antecedents and consequences of the use of Facebook in learning contexts: a proposed framework. *Technology, Innovation and Education*, 2:8 <https://doi.org/10.1186/s40660-016-0012-6>

Demartini, C. (2015). Relationships between Social and Intellectual Capital: Empirical Evidence from IC Statements, *Knowledge and Process Management*, Vol. 22(2), pp. 99-111 DOI: 10.1002/kpm.1470 (VQR: Fascia B; ABS: 1)

Demartini, C. & Mella, P. (2014). Beyond feedback control: the interactive use of performance management systems. Implications for process innovation in Italian healthcare organizations. *The International journal of health planning and management*, Vol. 29(1), pp. e1-e30. (VQR: Fascia B)

Demartini, C. & Mella, P. (2011). Time competition. The new strategic frontier, *iBusiness*, Vol. 3, N. 2, ISSN: 2150-4075

Demartini, C. & Mella, P. (2011). Organizations are Control Systems. *International Journal of Knowledge, Culture, and Change Management*, Common Ground Publ., Australia, Melbourne Vol. 10, ISSN 1447-9524: 27-48

Demartini, C. & Mella, P. (2010). L'evoluzione dell'ordinamento contabile nell'Indirizzo degli Economisti di Angelo Pietra: una prospettiva situazionale, *Contabilità e Cultura Aziendale*, Vol. 10, n. 2, RIREA, Roma: 96-122

Demartini, C. & Mella, P. (2008). Il work sampling. Una metodologia per l'analisi e il controllo dei processi, *Budget*, N. 56, IFAF, Milano, ISSN 1974-8086: 5-33

Demartini, C. (2007). The Viable Firm In The Framework Of Fitness Theory: The Advantages Of The Viable System Model. *Analele Universitatii din Oradea*, Tom XVI, Vol. I, ISSN – 1582 – 5450: 154-159

Demartini, C. (2007). Productivity surplus, traditional performance indicators and Corporate Social Responsibility, *Economia Aziendale 2000*, 1/2007, at: [www.ea2000.it](http://www.ea2000.it), ISSN 1826-4719: 47-79

#### Research Books

Demartini, C. & Trucco, S. (2017). *Integrated Reporting and Audit Quality*. Springer Berlin, Heidelberg, ISBN: 978-3-319-48826-4, 129 pages.

Demartini, C. (2014). *Performance Management Systems. Design, Diagnosis and Use*. Springer Berlin, Heidelberg, ISBN: 978-3-642-36683-3, 215 pages.

Demartini, C. & Mella, P. (2011). *Efficienza aziendale e gestione delle performance*, Pavia University Press, Pavia. (Business efficiency and performance management), ISBN: 978-88-96764-30-5, 294 pages.

#### Book Chapters and Conference proceedings

Beretta V., Demartini C., & Trucco S. (2020). Tone at top in Integrated Reporting: the role of non-financial performance, in Songini, L., Pistoni, A., Baret, P. and Kunc, M. (Eds.), *Non-financial disclosure and integrated reporting: practices and critical issues*, Emerald Publishing:

147-174. ISBN: 978-1-83867-964-4.

Demartini C., Panaro, D. & Trucco S. (2017). Intellectual Capital Management and Information Risk. In: Corsi K., Castellano N., Lamboglia R., Mancini D. (eds) *Reshaping Accounting and Management Control Systems. Lecture Notes in Information Systems and Organisation*, vol 20. Springer, Cham

Demartini C. (2016). Patologie croniche e stato socioeconomico. Stato dell'arte ed evoluzione. In: Monti Manuela; Redi Carlo Alberto. Uguaglianza - disuguaglianza. Equità = salute. Cellule e genomi - XIV Corso. p. 101-115, Como - Pavia: Ibis, ISBN: 9788871645476

Demartini C., & Mella, P. (2015). MOEST. Model of the Organization as an Efficient System of Transformation, Proceedings of the Business System Laboratory, 3rd International Symposium "Advances in Business Management. Towards Systemic Approach", pp. 264-268. ISBN: 9788890824227.

Demartini, C. & Trucco S. (2014). *Intellectual capital disclosure, audit risk, and audit fees: evidence from the UK and Italy*, *Awarded as "Highly Commended paper"*, *World Congress of Accountants 2014*, available at <http://www.wcoa2014rome.com/media/Book-WCOA2014.pdf>.

Demartini, C. & Gorbunova, M. (2014). Imprese nell'era della globalizzazione, in Rangone, E.C. (ed.), *Lo Spirito dell'Economia. La Direzione di una Grande Orchestra*, Biblioteca delle Scienze, Pavia: 545-572, ISBN 978-88-96967-03-4 (Firms in the globalization era)

Demartini C., & Mella, P. (2010). Le organizzazioni produttive quali Sistemi di Controllo, in Airoldi, G., Brunetti, G., Corbetta, G. and Invernizzi, G. (eds.), *Vittorio Coda 2009. Scritti in Onore*, RIREA, Roma, ISBN 978-88-96004-59-3 (Productive organizations as control systems)

#### **EDITORIAL ACTIVITY**

**November 2010**

Member of the European Conference on Innovation and Entrepreneurship Committee

**October 2010**

Associate Editor of International Journal of Knowledge, Culture and Change Management, Common Ground Publ., Vol. 10. (Associate\_Editor\_CG)

**October 2008-present**

Associate Editor of the Journal *Economia Aziendale Online*

#### **REVIEWER ACTIVITY**

**2019-present**

British Accounting Review

**2018-present**

Health Policy

**2017- present**

Management decision

**2016-present**

American Accounting Association (Annual conference)

**2013-present**

Knowledge Management Research & Practice

**2010-present**

International Journal of Knowledge, Culture, and Change Management

**2008-present**

*Economia Aziendale Online* ([www.economiaaziendale.com](http://www.economiaaziendale.com))

#### **TEACHING ACTIVITIES**

**Undergraduate**

(since 2011) Financial accounting - first-year undergraduate module, 66 hrs of frontal lectures, 250 students.

In 2015 a textbook on Principles of financial accounting has been published (with Dario Capittini), 144 pages.

**Master level**

(since 2014) Performance management – English taught, second-year international master module within the International Business and Entrepreneurship course, 44 hrs of frontal lectures, 100 students.

(since 2016) Healthcare management – English taught, second-year international master

	module within the International Business and Entrepreneurship course, 44 hrs of frontal lectures, 100 students.
	(from 2011 until 2017) Management accounting - first-year master module, 36 hrs of frontal lectures, 30 students.
<b>Executive master</b>	(from 2014 to 2016) Head of the Leadership School "Performance management in healthcare organisations", two weeks residential programme for Italian and UK NHS leaders, based in both Pavia and Cambridge.
<b>PhD programme</b>	SEM analysis for management accounting studies, 6 hrs of frontal lectures for 15 PhD students.
<b>Teaching innovations</b>	<p>Design of two modules, namely Performance management and Healthcare management, previously not available in the master course. Students' learning experience is enhanced with open-book group assessments, group presentations, seminars from leaders in the business field, and firms visits.</p> <p>Creation and co-ordination of Facebook groups for high learning performance and learning support from peers (students) and supervisor (teacher).</p> <p>Support to the development of a healthcare management simulator to assess learners' performance through business games from real hospital settings.</p>

## MEMBERSHIPS

AMERICAN ACCOUNTING ASSOCIATION  
EUROPEAN ACCOUNTING ASSOCIATION  
ITALIAN ACCOUNTING AND MANAGEMENT ASSOCIATION (AIDEA)  
ITALIAN ACCOUNTING TEACHERS ASSOCIATION (SIDREA)  
ITALIAN ACCOUNTING HISTORY ASSOCIATION (SISR)

## MOTHER TONGUE

[Italian]

## OTHER LANGUAGES

- Reading skills
- Writing skills
- Verbal skills

[English]  
**Fluent**  
**Fluent**  
**Fluent**

- Reading skills
- Writing skills
- Verbal skills

[French]  
**Basic**  
**Basic**  
**Basic**

## TECHNICAL SKILLS AND COMPETENCES

*With computers, specific kinds of  
equipment, machinery, etc.*

MS Office package: Good level  
Visual Basic: Good level  
SQL: Good level  
R 2.2.0: Good level  
SPSS: Good level  
SmartPLS: Good level.  
STATA: Good level.